United Nations Development Programme

TERMS OF REFERENCE

Job title:	International Consultant to perform a GAP analysis for the e-Governance Agency
Duty station:	Chisinau, Republic of Moldova
Reference to the project:	Enhancing Democracy in Moldova through inclusive and transparent elections (EDMITE)
Contract type:	Individual Contract (IC)
Assignment type:	International Consultant
Expected workload:	40 working days
Indicative timeframe:	April – September 2019

1. Background:

"Enhancing democracy in Moldova through inclusive and transparent elections" *(EDMITE Project)* is a project that sets the overall goal to achieve an enhanced transparency and inclusiveness of the electoral process in Moldova through a modernized IT system, improved legislation and intensified public participation, addressing the root causes of the current challenges hampering the further development of the democracy and the advancement of the electoral process in the Republic of Moldova.

One of the main objectives of the Project is to contribute to achieving a more accurate State Register of Voters, improving the quality and accessibility of data by re-engineering the Civil Status Acts System and Address Register Information System, and facilitating data exchange and interoperability between different central public institutions via the governmental platform for data exchange *(MConnect)*.

To achieve these objectives, the Project is partnering with the Central Electoral Commission *(CEC)*, the Public Services Agency *(PSA)* and the Electronic Governance Agency *(eGA)*. These are different state actors with the support of which important population registration data sets necessary for fair and credible elections are exchanged and become interoperable. Specific Project's interventions aim at improving the systems and processes in the partner institutions to ensure a reliable quality and timely data supply to the State Register of Voters, thus enhancing the integrity of the electoral process.

In the past years, the Electronic Governance Agency made significant progress in modernizing governance using ICT solutions and establishing a robust world-class core ICT infrastructure for electronic services. With the assistance of the MConnect Interoperability Integration Team, established in 2017 with the Project support, the eGA has further advanced the establishment of the necessary preconditions to ensure the broad availability of the MConnect Platform. As the electronic data exchange through MConnect started in 2014, to-date, 35 institutions already use it following the established normative, organizational and technological frameworks.

The adoption of the Law on data exchange and interoperability by the Moldovan Parliament *(July 2018)* is one of the major results achieved through the collaboration between UNDP and eGA, with a spill-over impact beyond the elections area, as it represents a future-oriented basis for the exchange of digital content among government institutions, including in the electoral field. The Law is regulating the electronic data exchange and the procedures of providing access to the registers and databases of national importance to all public entities.

To ensure work efficiency, the institutions that will use the electronic data exchange and interoperability platform, apart from being granted the access to MConnect and MCloud, will also need to get connected to certain electronic services, like MSign, MPass, MLog and MPay. These integrations will allow the institutions to modernize their services in accordance with their business processes and to supply better quality data. The Central Electoral Commission will be part of the integration, as the data held by many public institutions (Ministry of Internal Affairs,

Ministry of Justice, Ministry of Defense, Ministry of Health, Labor and Social Protection, Ministry of Education, Culture and Research, Agency for Public Services) supply data to the State Register of Voters, contributing to the inclusiveness and correctness of the electoral process.

In the context of the on-going public service reform, and as to further strengthen the efforts of developing and ensuring the sustainability of the MConnect Platform, the Project intends to support the eGA with the specialized international expertise required for the review of the existing infrastructures, platforms and centralized services in order to enhance them with new functionalities as well as extend them with additional reusable components and services. This effort will lead to more reliable platforms, efficient data exchange and efficient integration of data sources.

2. **Objectives:**

The Project intends to contract an experienced International Consultant *(hereafter the Consultant)* to perform a GAP (As-Is /To-Be) analysis of the existing digital infrastructure of the Moldovan e-Governance framework. In his/her assignment, the Consultant will evaluate the centralized and reusable electronic platforms owned or supervised by the Moldovan e-Governance Agency, including:

- MConnect – data exchange platform;
- MAccess – one-stop-shop for data access;
- MPass – governmental authentication and authorization service;
- MSign – governmental digital signature service;
- Mobile e-ID – mobile electronic identity infrastructure.
- MLog – governmental journaling service;
- MCloud – private governmental cloud computing platform;
- MPay – governmental payment service;
- Public Service Portal – governmental portal for public services for citizens and business.

With an emphasis on data exchange and interoperability, the Consultant's support will be aimed at:

- improving the platforms and services by adding new features and optimizing business processes, as per international best practices and trends in e-Governance;
- complementing the existing e-Governance infrastructure with new components, which will optimize the electronic service development and delivery;
- streamlining internal business processes and increasing the efficiency of data exchange.

Specifically, the Consultant will:

1. analyze the Moldovan e-Governance Agency's electronic services and platforms, covering the relevant technical, organizational (business processes) and operational aspects, by:
   1.1. undertaking an As-Is analysis of the existing centralized electronic services and platforms;
   1.2. undertaking a To-Be analysis and offering recommendations for adding new features to existing components and improving the business processes;
   1.3. offering recommendations for additional reusable and centralized electronic services and platforms to be implemented, based on current trends in e-Governance, data exchange and interoperability;
   1.4. drafting a comprehensive cost-benefit analysis of the proposed improvements and new reusable and centralized electronic services and platforms;
   1.5. developing a comprehensive Roadmap (including phasing and cost estimations) for the transition from the *As-Is* to the *To-Be* model;
   1.6. developing comprehensive proposals for the adjustment of the legal framework based on European and other international best practices;
   1.7. assisting the eGA management in presenting the results of the analysis to representatives of public sector organizations, including public service providers.

2. Analyze the Moldovan Government's private cloud platform (MCloud), covering the relevant technical, organizational (business processes) and operational aspects, by:

2.1. undertaking an As-Is analysis of the MCloud Platform, including delivered services;

2.2. offering recommendations to improve the existing services and develop new MCloud services, based on international best practices on Government Cloud Platforms (especially shifting from Infrastructure-as-a-Service to Platform-as-a-Service and Software-as-a-Service).

2.3. offering recommendations for the MCloud extension strategy and Roadmap (including phasing and cost estimations), based on the business and technology trends in Government Clouds and data exchange;

2.4. assisting the eGA management in presenting the results of the analysis to representatives of relevant public sector organizations.

Note: for the purposes of the assignment, it is expected that the Consultant shall conduct on-site assessments and interviews with the representatives of the relevant public institutions, beneficiaries and other stakeholders.

To perform the above-mentioned tasks, the Consultant shall undertake 3 *(three)* missions to the Republic of Moldova, tentatively in May (up to 5 days), July (2 days) and September (3 days).

3. Key deliverables and tentative timetable:

No	Key deliverables	Tentative Deadline
1.	*Home-based preparatory work:* **Deliverable #1:** Detailed work Plan and Inception Report - developed and approved by the eGA and Project.	by 12 April 2019 *3 WDs*
2.	*Mission #1 to Moldova* **Deliverable #2:** Set of consultation meetings, on-site assessments and interviews with the representatives of eGA and the Project, relevant public institutions and service providers, as well as other stakeholders – conducted and documented in an Informative Note.	by 20 May 2019 *6 WDs*
3.	*Home-based work:* **Deliverable #3:** Report on the As-Is and To-Be Analysis of the e-Governance infrastructure, with emphasis on data exchange and interoperability – developed, submitted and approved by the eGA and Project. *The Report shall include (but is not limited to):* ✓ *the analysis of the existing electronic services and platforms;* ✓ *proposed improvements to existing electronic services and platforms;* ✓ *proposed new electronic service and platforms;* ✓ *comprehensive cost-benefit analysis of the proposed improvements and new services and platforms;* ✓ *recommendations regarding the e-Services Governance process required to be developed and implemented;* ✓ *high-level Roadmap for the implementation of proposed components;* ✓ *high-level proposals for the adjustment of the legal framework (to sustain the adoption and implementation) based on European and other international best practices.*	by 5 July 2019 *12 WDs*
4.	*Mission #2 to Moldova* **Deliverable #4:** Presentation of the As-Is and To-Be analysis of the e-Governance infrastructure and of the high-level Roadmap for the implementation of the To-Be model – delivered to public service providers.	by 31 July 2019 *2 WDs*
5.	*Home-based work:* **Deliverable #5:** Report on analysis of the Moldovan Government's cloud platform (MCloud) – developed, submitted and approved by the eGA and Project. *The Report shall include (but is not limited to):* ✓ *the analysis of the current implementation and services of the MCloud Platform;* ✓ *proposed new MCloud services to be implemented;* ✓ *proposed MCloud extension strategy;* ✓ *comprehensive cost-benefit analysis of the proposed services and strategy;* ✓ *recommendations on improving the existing financial model of MCloud.*	by 31 July 2019 *12 WDs*
6.	*Mission #3 to Moldova* **Deliverable #6:** Presentation of the MCloud analysis Report, extension strategy and main recommendations – delivered to public institutions.	by 15 September 2019 *3 WDs*

	Home-based work:	
7.	**Deliverable #7:** Final Activity Report (*incl. information on lessons learned, conclusions and further recommendations*) submitted and approved by the Project.	by 30 September 2019 *2 WDs*

Note: *Deliverables and the final timeline can be amended or specified for the purpose of the assignment. All deliverables should be agreed with eGA and be provided in electronic format, in English language.*

4. Administrative arrangements

The timeframe for the work of the Consultant is planned for the period April – September 2019. During this time the Consultant is expected to work up to 40 working days.

The assignment shall be performed in close coordination with the eGA Chief Digital Officer, under the supervision of the Senior Project Officer of the UNDP Project.

The eGA will provide the Consultant the necessary information *(incl. core data)* and materials for the fulfillment of the assignment, including the required support for organizing the necessary meetings/ interviews and interacting with the relevant institutions and stakeholders. The eGA will also be responsible for organizing the presentation workshop(s) with the participation of public institutions and service providers.

The Project will provide administrative and logistic support.

The deliverables will be approved by the eGA and the UNDP Project.

All envisaged travel costs (economy class) must be included in the financial proposal. In the case of unforeseen travel, payment of travel costs (incl. tickets, accommodation and terminal expenses) shall be agreed upon with the Project prior to travel for a decision on reimbursement.

The payments will be done in 3 (three) tranches upon total completion and approval of the deliverables and the submission of timesheets, with the indication of the activities for each day worked.

5. Qualifications and skills required

Academic Qualifications:

- Master's degree *(or higher)* in Computer Sciences, Telecommunications, Public Administration, or another relevant field.

Experience:

- At least 7 *(seven)* years of professional experience in providing consultancy *(incl. GAP analysis)* and developing processes and procedures in the field of e-Governance, data exchange and Governmental cloud platforms;
- At least 1 *(one)* similar project/ assignment, successfully completed in the past 3 *(three)* years, related to the improvement or implementation of e-Governance services and/or associated governance processes;
- Previous professional experience with respect to the Moldovan e-Governance framework will be an asset;
- Experience in working with international organizations, including UN agencies, will be an asset.

Competencies:

- Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively;
- Excellent research, analytical and writing skills;
- Certification(s) in IT Governance (e.g. ITIL, COBIT, TOGAF, etc.) will be considered a strong asset;
- Knowledge of English language is a must. Knowledge of Romanian and/or Russian will be considered an advantage.

Personal qualities:

- Proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, creativity, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.

The UNDP Moldova is committed to workforce diversity. Women and men, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

6. <u>Documents to be included when submitting proposals:</u>

Interested individual consultants must submit the following documents/ information to demonstrate their qualifications:

- Offeror's letter confirming interest and availability;

- Technical proposal (*incl. brief description of experience, approach and methodology for the completion of the assignment)*;

- Financial proposal *(in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls, etc. The financial proposal will detail the daily fee, travel expenses and per diems quoted in separate line items)*;

- Duly completed and signed Personal History Form *(P11)*, personal CV and at least 3 references.

Travel: *All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/ repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/ she should do so using their own resources.*

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Note: *Please, refer to the Individual Procurement Notice of this recruitment for a more detailed information on the application and selection process.*